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D 101.6/7:570-214-1062-A

# ESCORT A NEWS MEDIA REPRESENTATIVE

## TEC Lesson 570-214-1062-A

COMPLETED
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ORIGINAL

PREPARED BY
OFFICE OF THE CHIEF OF PUBLIC AFFAIRS
DEPARTMENT OF THE ARMY
WASHINGTON, D.C. 20310

STUDENT/SUPERVISOR INSTRUCTIONS, PRE-TEST/POST-TEST, AND ANSWER KEY ARE CONTAINED IN THIS BOOK.

**DECEMBER 1985**

Ref

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**READ THE STUDENT/SUPERVISOR INSTRUCTIONS CAREFULLY. BE SURE YOU UNDERSTAND THEM COMPLETELY BEFORE BEGINNING THE LESSON. PLEASE DO NOT WRITE IN THIS BOOK.**

The words "he," "his," and "men," when used in this publication, represent both the masculine and feminine genders, unless otherwise specifically stated.

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## STUDENT/SUPERVISOR INSTRUCTIONS

### TYPE OF LESSON

- Journalism

### AUDIENCE

- Journalists
- Skill levels 2-4

### TRAINING OBJECTIVES

Soldiers completing this lesson will be able to:

- Collect background material for a proposed media visit
- Arrange for interviews and sites to be visited
- Develop itinerary for a media visit
- Finalize arrangements with a media representative
- Prepare material to be used or handed out during visit
- Escort a media representative on post
- Follow up on a media visit

### MATERIAL - EQUIPMENT REQUIRED

- Pencil or pen
- Paper

### TIME REQUIRED

- Individual: One hour
- Group: One hour



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## STUDENT/SUPERVISOR INSTRUCTIONS

### REFERENCES

- AR 360-5, Public Information
- AR 340-21, The Army Privacy Program
- DINFOS Public Affairs Handbook

### STUDENT INSTRUCTIONS

- Take the Pre-test/Post-test. If you pass, you do not have to take the lesson.
- Make sure you have the material and equipment required to complete the lesson.
- Take the lesson. Use a separate sheet of paper for the exercises. Do not write in this book.
- When you complete the lesson, take the Pre-test/Post-test again. If you do not pass, take the lesson again.

### SUPERVISOR INSTRUCTIONS

- Administer the Pre-test/Post-test to determine the need for the lesson. Responses to test questions must be made on a separate sheet of paper, not in the lesson book. To pass the test, a soldier must score at least 17 of the 22 possible points.
- Make sure students have the material and equipment required to complete the lesson.
- Administer the lesson to students who do not pass the Pre-test/Post-test. Remind them to write their responses to the exercises on a separate sheet of paper and not in the lesson book.
- Administer the Pre-test/Post-test to students who complete the lesson. Students who do not pass must take the lesson again.



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TEC Lesson 570-214-1062-A

# Escort a News Media Representative

This test consists of 22 questions that cover every training objective of the lesson. When you have completed the test check your answers against the Pre-test/Post-test Answer Key on Pages 35 and 36. To pass the test you must score 17 of the 22 possible points. If you do not pass the test you must take the lesson or take it again if you have already taken it. Write your responses on a separate sheet of paper. Do not write in this book.

1. What should be the first action upon being assigned as a media escort?

   a. decide what type of interview is needed

   b. visit proposed sites

   c. collect background material

   d. develop a draft itinerary

2. Most requests for opinion interviews should be _____.

   a. forwarded to the Office of the Chief of Public Affairs

   b. accepted with specific limitations

   c. accepted with the approval of the commander

   d. tactfully turned down

3. Who is the best interviewee for a subject which is broad or which affects a large part of the installation?

   a. the chief of staff

   b. the public affairs officer

   c. the commander

   d. a subject matter expert



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4. You are visiting a proposed site for a media visit. Which of the following would be a reason not to use the range for a visit by still photographers?

   a. No power is available.

   b. Security facilities are near, but not in sight of the proposed site.

   c. Sanitary facilities are some distance from the range.

   d. Safety regulations require observers to be 500 meters from action at the site.

5. Overall condition of the site is important. For which of the following reasons might a site be rejected?

   a. It doesn't present an honest picture of the activity.

   b. It doesn't provide a variety of action.

   c. It doesn't give the reporter everything he needs for a story.

   d. It doesn't provide electronic interference.

6. When setting the itinerary, which of the following should be set on the schedule first?

   a. the first activity of the visit

   b. the most important activity

   c. any activities that occur at a specific time

   d. the thing the reporter most wants to see



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7. Which of the following press visits would require coordination with another PAO?

   a. a visit covering units of your command that border on units of another command

   b. a visit covering units of your command in training exercises

   c. a visit covering units of another command training on your installation

   d. one visit in a series of visits to various locations within your command

8. Which type of interview is most common?

   a. information

   b. personality

   c. opinion

   d. press conference

9. Copies of the final itinerary should be _____.

   a. distributed to all staff sections

   b. distributed to all individuals involved with the visit

   c. kept to as few people as possible

   d. distributed to PAO staff and command group only

10. Two areas of concern that often cause restrictions to a media visit are _____.

    a. security and policy

    b. accuracy and policy

    c. safety and accuracy

    d. safety and security



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11. What is the purpose of ground rules for a media visit?

    a. to provide control for the visit

    b. to ensure security requirements are followed

    c. to limit areas of questioning

    d. to ensure Army safety guidelines are not violated

12. Where should a visiting reporter and the media escort meet when the event being covered is far removed from the public affairs office?

    a. at the installation gate

    b. at the post headquarters

    c. at an area convenient to both parties

    d. at the first site for the media visit

13. Why should a media escort research background material on a reporter.

    a. to be familiar with the reporter's style

    b. to get a feeling for the reporter's objectivity

    c. to develop an appreciation for the reporter

    d. to try to out-think the reporter

14. The press kit used during a media visit should be _____.

    a. a standard info kit on the post and its facilities

    b. material that gives the media the "big picture" of the post

    c. concise and provide information the reporter needs

    d. enough material to give the reporter the basics of a story, but leave the details to be explained by subject matter experts



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15. What information should be included in biographies that are part of the press kit?

    a. only information showing the subject's involvement in the topic of the media visit

    b. only information about the subject's military career and professional qualifications

    c. information on the subject's military career and how he relates to the topic of the visit

    d. only information that has been approved by the subject of the biography

16. Why should photographs be part of a press kit used for a visit that involves visual media?

    a. Photos help reporters get an idea of the scope of the operation.

    b. Weather or fortune may dictate that photos from the kit be used.

    c. Photos help remind the reporter of what nomenclature goes with what equipment.

    d. Photos should be a part of all standard press kits.

17. How should a media escort handle requests for changes in the itinerary during a media visit?

    a. arrange the changes himself and notify the PAO of the revised itinerary

    b. deny the request since only those items on the itinerary have been approved for the visit

    c. notify the PAO of the request, and let the office make the arrangements or deny the request

    d. comply with the request after everything on the itinerary has been completed



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18. How should the escort handle minor delays on the itinerary?

    a. notify the protocol officer to contact the individuals at the next site

    b. notify the individuals at the next site

    c. cut the current interview short and push the visitor to arrive at the next site on time

    d. take no action since the people on the itinerary know to wait for the reporter

19. Once the reporter has left the installation, the press escort should take what follow up action?

    a. give his name and phone number as a point of contact

    b. survey the interviewees for their input

    c. provide additional information to the reporter as needed

    d. provide a general impression of the success of the media visit to all activities covered by the reporter

20. The official record of the media visit is _____.

    a. the after-action report

    b. DA Form 751, Record of Telephonic or Verbal Transaction

    c. DA Form 2496, Disposition Form

    d. a public affairs media visit report

21. When should ground rules and restrictions first be explained to the reporter?

    a. during the greeting process

    b. during finalization of arrangements

    c. immediately prior to moving into restricted areas

    d. during initial contact between the reporter and the public affairs office



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22. The after-action report should be _____ .

    a. prepared immediately following departure of the visiting reporter

    b. prepared using the format for reports of media activity given in AR 360-81

    c. as detailed a chronology and analysis of the visit as possible

    d. as factual as possible with no analysis or recommendations for future visits



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## INTRODUCTION

Escorting a media representative is one of the most complex tasks an Army journalist has to master. While many career public affairs soldiers never work in the public information office they still must be able to successfully plan, coordinate, conduct and follow up on media visits.

Communication at its most effective level is a one-to-one activity. A media representative reporting on the Army or its members wants to see the Army first-hand. He wants to talk to key personnel face to face. Usually, the media escort is not the source for a visiting reporter, but he is responsible for ensuring the success of a media visit.

This lesson presents the various actions that a media escort must take when preparing, conducting and following up a media visit.

## COLLECTING BACKGROUND MATERIAL

Meeting, escorting and seeing off a reporter comes only after thorough planning and preparation. When a public affairs staffer is given the mission of escorting a reporter the first thing the escort should do is learn the background of the reporter and his organization.

Background includes many things, but the first question you should ask is who is coming for the media visit. Many times the reporter who is making the visit will have also made the first contact so you will have the reporter's name and publication given to you when you are tasked with the mission. Other times a newspaper editor, or television news director will make the initial contact and you will have to call the agency involved to find out who will be making the visit.

Once you know who the reporter is you will want to develop background material on him. This will include any history he might have covering the Army and information about what kind of material he usually produces. You should be able to get a feeling for the reporter's objectivity from your background material.

Information about reporters and their products may be obtained from the office's news clip file or videotape library. Other sources include libraries, media guides and professional journalism societies.



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While checking the background of the individual reporter you should also consider the organization for which he works. Although pledged to present unbiased news, most newspapers and electronic news operations report stories from a consistent editorial position. Your office's previous experience with reporters of local news media should be documented and will aid you in preparing for a visit. It is especially important to consider the medium overseas. Advocacy journalism is more prevalent outside the United States. News reporters and editors may distort what is said or published by Army members to serve their own purposes.

You also need to know the purpose of the media visit. Usually, the organization or reporter will pinpoint what is to be covered. For example, a newspaper reporter may request a visit to do a photo story on marksmanship training. When the request is more vague, a little more digging may be required to find the real purpose of the visit. For example, a television news editor may request a visit to cover foreign students on post. A call to the station may find that the editor has heard that one of the student officers on post is a prince of an Arab country, and he is who they really want to cover.

## ARRANGING FOR INTERVIEWS AND SITE VISITS

Once you know what the media person wants to cover you can arrange for interviews and site visits as needed. While arranging interviews and site visits you will determine what type of interview is required and who is the best interview subject. You'll also find out what sites are involved in the story and visit those sites. Once these arrangements and visits are made you can begin to develop the itinerary.

### Determining the type of interview needed

There are three basic types of interviews. They are:

- information
- personality
- opinion



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### Information interview

Most interviews for media visits are for information. That is, the journalist doing a story wants to know some facts in a specific area. Subject matter experts are usually the best sources for information interviews. For instance the post engineer may be the best person for a reporter to talk to for stories about construction on post or renovation projects. Sometimes the commander will need to give an information interview. This is often the case when the story is about major projects with which he is involved. It may also be best for the commander to be the interview subject when members of the national or international press are the interviewers.

### Personality interview

The second most frequent type of visit is a personality interview. If the media are interested in a personality on post they will usually request to do a story on that person by name. Personality interviews are often done on new commanders when they arrive at a duty station. Other common requests to interview personalities are for newly arrived personnel who have made a name for themselves at a previous post, military heros such as Medal of Honor awardees, and personnel who have made themselves known to the community through recent deeds.

### Opinion interview

Opinion interviews by members of the military community are rare. Most requests for opinion interviews should be tactfully turned down. Any opinions given in interviews should be clearly represented as opinions of the interviewee and not the opinion or the official position of the United States Army. Remember, all soldiers are considered to be official spokesmen for the Army and they should take care to represent their opinions as their own.

### Determining appropriate interviewees

Once you know what type of interview is needed you can determine the appropriate interview subject or subjects. As said earlier, most information interviews can be handled by subject matter experts in the field. When the subject is more broad or affects a major part of the post, the commander should probably be the interviewee. For example, the commander could respond to questions about how congressional action will affect post operations or personnel. The commander is usually more able to cover general topics, while staff section heads are usually able to provide information on specific subjects.



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For a personality story, the personality himself will be the most important interview subject. The reporter might also be interested in interviewing co-workers, supervisors and subordinates.

**Arrange for interviews**

Knowing to whom the reporter should talk is only part of the job. Next you have to arrange for the interviews. Will the persons to be interviewed be available for the media visit? If not, who is the best alternate? When will the interview take place? Where?

**Determine sites to be visited**

Now that you know who is coming and who will be interviewed you need to know where the media will visit and where interviews will take place. Site selection is no problem if the visiting reporter is a print journalist coming for an interview with the commander. You could schedule him in the commander's office.

It becomes more difficult when photo considerations are added and when electronic media are visiting. For example, the PAO at Fort Knox might get a request for a media visit to do a photo feature on armor training. A magazine asking for the story will send one photographer and one reporter. You will probably want to provide the photographer with photo opportunities in the classroom and at the range. You will also need to provide interviews with instructors, students and operations personnel. To get a complete story the commander of the training unit should be involved. Obviously there will be many different sites used to cover the story.

Once you know what sites to consider for a media visit you should visit the sites to determine their usefulness for the visit. When visiting sites you should look for the following:

- ***Photo opportunities.*** If the visit involves visual media look for photo opportunities. Think about what shots a photographer can get from the available vantage points. For example you may think that a tank range offers great photo opportunities, but when visiting the range you find that photographers cannot get within 1000 meters of the firing line for safety reasons. This wouldn't provide a good photo opportunity because of that limitation.



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- ***Electronic media considerations.*** When the visiting media uses electronic equipment there are more things to think about. You have to be sure the site is free from electronic interference that would disrupt video and audio tape recording. For video recording you should ensure that there is enough light at the site at the time of the visit. Also since most electronic equipment is dependent upon external power you must ensure power is available where needed.

- ***Security considerations.*** In public affairs we must learn to think operational security. When we are escorting media members we must know what areas are "off limits" to the press and why. We must also know what security considerations to take with the reporter on his visit. For example, photographing the outside of military equipment is usually not a problem, but many combat vehicles have classified equipment in the crew compartment. Therefore, photographing inside of many vehicles is forbidden. Also if you're operating in an otherwise classified area with non-classified material make sure that everyone from the chief of security to the military policeman at the gate knows what you're doing and why. This will prevent the embarrassment of being denied access by a guard who "didn't get the word."

- ***Accessibility.*** The site does you no good if you can't get the reporter to it. When you make your visit check to see how you can get a civilian into the area. Sometimes you may have to take a roundabout route to avoid restricted areas or military training on the way to the site. If the installation is large and you're going to a hard-to-find site like an artillery firing point be sure that you can get there without getting lost. Remember, the media may have to use their vehicle to transport the crew and equipment. Check road condition and routes to ensure the vehicles used can get to the site you have selected.

- ***Comfort facilities.*** When you are going to be at a site for a lengthy time you must consider the comfort of the visitor. Be sure there are appropriate sanitary facilities. If you are going into an area that is "all-male" or "all-female" ensure that arrangements are made for reporters of the opposite sex. Also ensure that something to drink is available when necessary. If you are going to be with a unit in the field at meal time you should make arrangements for the reporter to eat at the unit mess.



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- ***Condition of the site.*** Finally, look at the overall condition of the proposed site. Consider these questions:

  Does it present the picture that you want the reporter to see?

  Does it provide what the reporter desires?

  Will it help the reporter develop an accurate view of the topic?

Remember it's your responsibility to ensure a successful media visit. Selecting the right sites is a large step toward that success.

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## SELF-EVALUATION EXERCISE

**Self-Evaluation Exercise 1:**

1. What are the three basic types of interviews?
   a. personality, opinion and information
   b. press conference, exclusive and panel
   c. scripted, semi-scripted and ad lib
   d. on-the-record, off-the-record and background
2. _____ are usually the best sources for information interviews?
   a. Subject matter experts
   b. Commanders
   c. Public affairs officers
   d. Briefing officers
3. When visiting sites why should the road condition and route be considered?
   a. to ensure a direct route
   b. to ensure a variety of activity
   c. to ensure accessibility
   d. to provide briefing time enroute
4. Why is electronic interference an important consideration?
   a. It disrupts video and audio tape recording.
   b. It is a safety hazard during operations.
   c. Television equipment can operate within an interference net.
   d. It can disrupt operational radio networks.



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## ANSWERS TO SELF-EVALUATION EXERCISE

**Self-Evaluation Exercise 1:**

1. a. personality, opinion and information
2. a. Subject matter experts
3. c. to ensure accessibility
4. a. It disrupts video and audio tape recording.



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## DEVELOPING THE ITINERARY

Now that you know who is coming, who will be interviewed and where the reporter should visit, you are ready to develop the itinerary. Developing an itinerary involves drafting and staffing proposed plans, clearing actions with the command group and developing alternative plans.

### Drafting the proposed itinerary

The first step is drafting the itinerary. From your research you know who to see and where to go. Now you must put that information together in a workable plan for the media visit. While making arrangements and site visits you should know the best time to be at certain locations. Use common sense in planning the visit. If there is an activity or person that the reporter must see at a specific time, set that time in the itinerary and develop other site visits around it.

Be realistic in setting time requirements. You should know about how long the main interview or activity will take. You will also be able to estimate times for visits to secondary sites and interviewees. Don't forget to allow sufficient travel time between sites. If you're escorting electronic media you'll need to allow time for set-up and take-down of equipment at each site. Include in your proposed itinerary who will conduct the initial media brief and what should be included in that briefing.

### Coordinating with appropriate agencies

Once you have a draft itinerary it must be coordinated with all agencies involved with the visit. This includes the agencies that will be visited as well as the following agencies.

***Commander.*** Of course the commander must be informed of all the major activities of your office, but be sure to include him or a member of his staff in planning a media visit. Remember the commander has a better idea of the overall activities of the command than either you or the people you coordinate with. He may be aware of potential problems or conflicts which have not yet been made known to the command as a whole.



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***Military police and security office.*** Any visitor to a military post is a potential security risk. Be sure that the MPs and security personnel are aware of the visit. On a closed post you need MP cooperation to get the reporter signed-in at the gate. If the visit involves secure areas you'll need to coordinate with MP and security to ensure access to the areas involved. Even if the visit has no security overtones, security officials need to know that a reporter is on post. If an incident occurs while the reporter is on post they need to be prepared to handle media attention instantly.

***Transportation.*** If your media visit requires military transportation, be sure that coordination is made with the appropriate motor pool or aviation unit well in advance. Inspect the vehicles to be used to ensure they are appropriate for the visit. If air transportation is used for a civilian reporter, the reporter must sign a statement releasing the Army from any liability in the event of an accident.

***Other PAOs.*** Even when you're assigned to the post PAO, not all assets on post belong to your unit. Be sure to inform other PAOs when a media visit will be made to units that belong to them. You may also need to coordinate with other PAOs when the reporter is making a series of visits and is being handed-off from one PAO to the next.

**Develop alternate plans**

***Don't forget Murphy's Law.*** Be ready for things to go wrong. Make alternate plans to allow for things like bad weather and unplanned delays in training exercises. Developing alternate plans doesn't just mean having an A plan and a B plan and following one or the other. It also means knowing what adjustments can be made to the itinerary. Some events will take longer than planned and others will be shorter than planned. You need to know what adjustments to the itinerary can be made without preventing the reporter from getting his story.

**Prepare and distribute the final itinerary**

Once all coordination is made, and the plan is approved by the PAO and the commander you can prepare the final itinerary. On the itinerary will be the primary and the alternate plans. A copy of the itinerary should be given to all individuals involved and to the chiefs of staff sections for all organizations involved.



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# FINALIZE ARRANGEMENTS WITH MEDIA REPRESENTATIVE

After the itinerary is approved you need to finalize arrangements with the reporter. In addition to going over the itinerary with the media you must cover some of the requirements for the visit. These include arranging to meet the reporter, explaining any restrictions and establishing ground rules for the visit.

## Arranging the meeting

On many posts the reporter can drive directly to the headquarters or PAO building, if this is the case the logical place to meet the reporter is in the public affairs office. On a closed post, you may want to meet the reporter at the gate and escort him to your office or the first stop on the itinerary. If the activity being covered is off-post, or far removed from the headquarters you may arrange to meet the reporter at a convenient location near the activity being covered.

## Explain restrictions

Two areas of concern are security and safety. Security restrictions may include not being able to take pictures at some locations or not using tape recorders. Safety restrictions may limit where the reporter may go within an area, and what protective equipment he must have. Be sure that things like helmets and protective masks are available if needed.

## Establishing ground rules

This may depend on the command. Many places have standard ground rules for media visits. Others establish ground rules specific for each visit. Ground rules include anything that is needed for control of the visit. Areas of questioning may be limited, or questions may be required in writing for some topics with the answers to be supplied later. On some media visits the interviewer may be restricted to asking questions about the interviewee's present job and nothing else.

One common ground rule is that military transportation will be used on post. This gives the escort a great amount of control during the visit. A ground rule required by regulation is that if a visitor eats at an Army dining facility he must pay for his meal. This includes field messes. Whatever the ground rules are it is important that the reporter know them in advance.



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## PREPARING PRESS KIT MATERIAL

The final step in getting ready for the media visit is preparing press kit material and gathering equipment to be used during the visit. The press kit may be one page or a large packet depending on the nature of the visit. The press kit should not be a mass of material aimed at impressing the media member. It should be concise and provide information the reporter needs. The following items are normally included in press kits.

- Fact sheets -- These may be data sheets on equipment or background facts on some aspect of the visit.
- Biographies -- These are essentially fact sheets on people being interviewed. The bio should include info on the person's military career as well as personal data and facts about how the person relates to the subject of the visit.
- Photographs -- Even when the reporter is taking photos it is a good idea to provide high-quality photos of the people and activities that the reporter will see. Weather or fortune may dictate that photos from the kit be used instead of what was shot during the visit. Newspapers need black-and-white glossy photos. Magazines can use black-and-white photos and color slides. Television reporters need color slides in horizontal format. Include a cutline that describes the action, identifies the equipment and personnel, provides background information and gives credit to the photographer for each photo.
- Maps and charts -- Military operations cover a large area. Often a map or chart will give a reporter an idea of the scope of an operation that he cannot get in another way. Maps indicate where things will happen, and how an operation in one area affects operations throughout the command. Observe operational security when showing locations and movements of units on maps or charts.



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In addition to press kits, material for the media briefing and equipment to be used during the visit must be gathered. The briefing material may include some of the slides, maps and charts issued in the press kit. It will also include the text or outline for the briefing. Equipment to be used will include any safety equipment needed as well as wet weather gear to loan to the reporter. There may also be a need for visitors' badges for the media.

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**Self-Evaluation Exercise 2:**

1. Four agencies or offices that are usually coordinated with to arrange a media visit are _____ .

   a. commander, transportation, other PAOs and adjutant

   b. adjutant, military police, security and transportation

   c. logistics, commander, other PAOs and military police

   d. commander, military police, other PAOs and transportation

2. When making up the itinerary for an electronic media visit, time should be allowed for _____at each site.

   a. sound and lighting checks

   b. set-up and take-down of equipment

   c. establishing ground rules and restrictions

   d. familiarization

3. In addition to going over the itinerary, what should the escort do when finalizing arrangements with the reporter?

   a. arrange the meeting, explain restrictions, establish ground rules

   b. provide safety briefing, request written questions, arrange to meet the reporter

   c. arrange to meet the reporter, request compliance with established ground rules, provide a press pass

   d. provide press pass, arrange the meeting, explain restrictions

4. What equipment may be loaned to a reporter during a media visit?

   a. safety equipment, wet weather gear and visitors' badges

   b. technical equipment, cameras and safety gear

   c. vehicles, safety gear and visitors' badges

   d. vehicles, cameras, safety gear and technical equipment



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## ANSWERS TO SELF-EVALUATION EXERCISE

**Self-Evaluation Exercise 2:**

1. d. commander, military police, other PAOs and transportation
2. b. set-up and take-down of equipment
3. a. arrange the meeting, explain restrictions, establish ground rules
4. a. safety equipment, wet weather gear and visitors' badges



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## ESCORTING THE MEDIA REPRESENTATIVE

Now that all of the research, coordination and preparation is done it's time to escort the reporter. The escort duty involves four basic activities:

- greeting the reporter
- escorting as per the itinerary
- coordinating with the PAO during the visit
- concluding the visit

**Greeting the media reporter**

The first job is greeting the visiting reporter or team. There are several areas to consider in this first meeting.

The first rule is to be punctual. There is no excuse for a media escort to be late. Having a reporter wait for an escort reflects badly on the public affairs office and the command.

Once you greet the reporter it's time to give him the press kit. The press kit could also be sent to the reporter prior to the visit. Allow time for the reporter to examine the kit. If the right material is provided in the press kit it can save the reporter time in taking notes and interviewing. At this time you should furnish any safety equipment that the reporter will need and show him how to use it.

If changes have been made to the itinerary the reporter should be informed during the greeting process. If he doesn't know that some activities have been rescheduled he will become concerned when you start deviating from the itinerary he was briefed on.

Finally, before starting the day's activities the reporter and the escort should go over the ground rules again. It is important for all parties concerned to understand the limits and rules of the visit before things begin to happen.

### Escorting as per the itinerary

After the initial meeting, the escort's job is to keep the media visit moving on schedule. The escort must see that the restrictions and ground rules are followed. He should answer questions as appropriate and note questions to which the reporter doesn't get an answer.

**Following the itinerary.** The itinerary was set to provide the reporter with the best chance of getting a complete story. Every effort should be made to follow the plan. When delays and early arrivals become apparent the people to be visited later in the itinerary should be notified. If the escort calls ahead, the people involved will be ready when the reporter arrives.

**Observing ground rules and restrictions.** The escort is more than just a driver. His job is to help the reporter get the story, and to ensure that ground rules and restrictions are enforced. The important thing in this area is not to be lulled into a sense of camaraderie with the reporter. Both the escort and the reporter know the rules and if the escort demonstrates that he is watching for violations the reporter will usually follow the rules.

**Answering questions.** During the time the reporter and escort are together many questions will arise. The escort should be prepared to answer general questions about the installation and the units involved in the story. He should also be knowledgeable on the subject being covered. The escort must remember that he is not a subject matter expert. All technical questions should be deferred to the appropriate interviewee on the visit's itinerary. Finally the escort needs to make a note of all questions to which the reporter doesn't get a complete answer. Answers to these questions can be provided in a follow-up release after the visit is over.



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### Coordinating the visit with the PAO

The media escort is only one member of the public affairs team. Situations can arise during a media visit that require coordination with the public affairs officer. It has already been said that the escort must keep all people concerned informed of minor changes in the itinerary. This includes the PAO. When a reporter is on the military installation the PAO needs to know his location at all times. Coordination between the escort and the PAO is especially important when the reporter requests a major change or addition to the itinerary and when a major incident or accident occurs on an installation during a reporter's visit.

Coordinating changes to the itinerary. The media escort is too busy with his escort duties to make all the phone calls and arrangements necessary when the reporter requests a change or addition to the itinerary. He should contact the public affairs office with the requested change and let the PAO and the office staff handle the details. People at the office can try to set-up the change. Once the change is implemented or denied, the office personnel can contact the escort with the needed data. The public affairs staff can also notify other offices involved when changes are made and events are cancelled. This is another job that the escorting official doesn't have time to perform.

Reacting to incidents. Remember Murphy's Law. Not only will things go wrong, but they'll do so at the worst possible moment. A major accident or incident can happen while a reporter is on post and if it does he will want to cover it. The escort must communicate with the PAO to see where to take the reporter and what to tell him. If the incident occurs in the reporter's view, communication with the PAO is even more important. Whatever happens, the escort is in charge of the reporter's safety and of security surrounding the visit.

### Concluding the visit

Once the interviews and site visits are completed the media escort is responsible for escorting the reporter off post, recovering Army equipment and reporting on the visit to the PAO.

Before the media representative leaves post the escort should review the visit with him. The escort should answer any questions he can and note any unanswered questions for follow-up information. Now is also the time to recover any Army safety gear which was loaned to the reporter for use during the visit. Before leaving the reporter, the escort should provide his name and phone number as a point-of-contact for additional questions.

After concluding the visit the escort should report to the PAO on how the visit went. This will be an informal report that will identify what the reporter was told, actions of the interviewees, operations that the reporter saw and any problems that occured.

## FOLLOW-UP ON THE MEDIA VISIT

There are two follow-up actions that are often required after a media visit. The first is providing additional information to the reporter and the second is preparing an after-action report.

### Providing additional information

During the media visit the escort made notes of unanswered questions. Following the visit the escort should research these questions and answer them as well as possible. These answers are then staffed to the appropriate subject matter experts and provided to the media representative as a news release or fact sheet.

### Preparing an after-action report

The after-action report serves as the official record of the visit. It also provides a chronology and analysis of the event. The report should cover the objective, background, discussion of the event, problem areas and their solutions and recommendations for improvements for the next visit. This should be as detailed as possible. The PAO and other public affairs staffers can use this information to plan future visits. Comments about how well interviews went, how subjects reacted to the media presence, and conduct of the reporter should be included in the after-action report.



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There is no official format for the report but these areas should be covered:

- Purpose of visit
- Background
- Problem Areas
- Discussion
- Recommendations

When possible, newspaper clippings should be included in the after – action report. If the visit was made by electronic media, a summary of coverage received should be included in the report.



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## SELF-EVALUATION EXERCISE

**Self-Evaluation Exercise 3:**

1. Changes have been made to the itinerary since the visit was finalized with the reporter. When should those changes be explained to the reporter?

   a. during the greeting process

   b. prior to their occurence

   c. as they occur

   d. during the ground rule briefing

2. What type of questions should the media escort be prepared to answer?

   a. general questions about the installation and the subject being covered

   b. specific questions about the subject of the visit

   c. none, he should defer all questions to the subject matter experts on the itinerary

   d. questions that interviewees cannot answer

3. Before concluding the visit with the reporter, what should the escort do?

   a. provide the PAOs name and number as a point-of-contact for more information

   b. provide the escort's name and number as a point-of-contact for more information

   c. give the reporter the press kit

   d. apologize for questions for which answers were not available.



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4. What five areas are normally covered in an after-action report on a media visit?

   a. purpose of visit, background, problem areas, recommendations, narrative summary of coverage

   b. purpose of visit, background, problem areas, discussion, recommendations

   c. who visited, what was covered, where did the reporter go, why was the visit made, when did the coverage appear in the media

   d. purpose of visit, general comments, what was said by interviewees, problem areas, recommendations



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## ANSWERS TO SELF-EVALUATION EXERCISE

**Self-Evaluation Exercise 3:**

1. a. during the greeting process
2. a. general questions about the installation and the subject being covered
3. b. provide the escort's name and number as a point-of-contact for more information
4. b. purpose of visit, background, problem areas, discussion, recommendations



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## PRE-TEST/POST-TEST ANSWER KEY

1. c. collect background material
2. d. tactfully turned down
3. c. the commander
4. d. Safety regulations require observers to be 500 meters from action at the site.
5. a. It doesn't present an honest picture of the activity.
6. c. any activities that occur at a specific time
7. c. a visit covering units of another command training on your installation
8. a. information
9. b. distributed to all individuals involved with the visit
10. d. safety and security
11. a. to provide control for the visit
12. c. at an area convenient to both parties
13. b. to get a feeling for the reporter's objectivity
14. c. concise and provide information the reporter needs
15. c. military career and how the person relates to the topic of the visit

Each answer has a value of one point. To pass the pre-test/post-test a student must score 17 of 22 possible points.

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16. b. Weather or fortune may dictate that photos from the kit are used instead of what was shot on the visit.

17. c. notify the PAO of the request, and let the office make the arrangements or deny the request.

18. b. notify the individuals at the next site.

19. c. provide additional information to the reporter as needed

20. a. the after-action report

21. b. during finalization of arrangements

22. c. as detailed a chronology and analysis of the visit as possible

## PRE-TEST/POST-TEST ANSWER KEY